



IMPACT OF HUMAN RESOURCE PRACTICES ON EMPLOYEE PERFORMANCE: EVIDENCE FROM LIBYAN COMMERCIAL BANKS

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ABSTRACT

The purpose of this study is to find out the impact of human resources management practices on employee performance. The researcher has used three independent variables to present human resources management practices, which are human resources planning, employment, and human resources training. The study was applied to the Republic and National Commercial Bank (Libya). In this study, the quantitative approach was used to measure the practices and perspectives on a specific subject. Common steps used in conducting previous studies were followed to design the current study. The first step included presenting the theme and the aim of the study. The second step was the theoretical side of the study followed by a review of relevant literature, followed by data collection, analysis, interpretation of findings and conclusions. The analytical descriptive approach has been used in this study, which is based on a meta-analysis approach. It is a type of data analysis, which describes the current situation based on data from previous studies. The study found significant and positive relationships among the (Human Resources Planning, Employment, and Human Resources Training) variables and the Employee Performance. The *r* values for these relationships were 0.516, 0.661, and 0.135 respectively with significant levels = 0.006, 0.000, and 0.000. As a final conclusion, it can point out that the achievement of the objectives proposed in this thesis has allowed the researcher to empirically prove that, in the Republic and National Commercial Bank of Libya, there is a relationship between human resources practices and employee performance. The study was limited in Jomhuria Bank and National Commercial Bank because they are the two commercial banks entirely owned by the Libyan state.

1. Introduction

The success of any institution in the management of human resources can be done through the existence of a clear strategy for good scientific foundations to develop them. This can be achieved by polarization, selection, appointment, training, evaluation of their performance, and retention. In addition, good programs for rewards and incentives and the evaluation of good and fair performance and developing work programs can increase their loyalty to the job (Al-Mashreqi, 2014). In other words, in order for the human resource management to achieve the institution objectives in a better way and to improve its performance, it requires information systems that include all the data and plans managed by human resources management. It provides information to the management and challenges that currently most institutions face, in addition to providing valuable management information to help them make rational decisions about the human resources (Ben Antar, 2005).

The management scientists are interested in human resources management as they deal with as the distinction in performance was the guarantor of survival and excellence, the pursuit of every institution of the banking sector becomes to obtain the management of human resources that are efficient and able to achieve its objectives. Therefore, the highest goal that banks aim to achieve from their human resources development is to increase its performance. It in turn affects on improving the performance of banking and enhancing its levels that are mainly related to the level of human resources performance, especially in the changing environment, which requires them to keep abreast of developments. The presence of the banking sector today in the era of globalization and technological development and the intensity of competition, makes it subject to the adoption of information systems to manage human resources to raise the performance of the department at the level of its functions such as planning, recruitment, training and performance evaluation and compensation systems, and attention to the integration of sources and organizations and development. This guarantees the improvement in the performance of banking by increasing the performance of human resources (Sarina, 2015).

The banking sector in Libya witnessed significant administrative development in light of the entry of foreign banks into the Libyan market after the decision of the Governor of Central Bank of Libya No. 39/2010 to establish a foreign bank and decision No. 38/2010 to authorize the introduction of a foreign partner. By this decision, the Bank of Trade and Development was allowed to enter a foreign partner, where foreign banks have entered the participation of Libyan banks in property rights such as Sahara Bank with a French bank 19%. Because Al-Jomhooryah Bank is owned by the public sector (Research and Statistics Department, Central Bank of Libya 2014), therefore all Libyan commercial banks aim to

raise the level of performance of their employees to meet the level of competition in these foreign banks. There is no doubt that upgrading banking efficiency can only be achieved through the existence of human resources with skills and qualifications up to the international performance level to compete with foreign organizations and banks.

However, despite this urgent need to improve the employees' performance, there are many indications that indicate the weakness in the functional performance of workers in commercial banks as stated in the report of the Administrative Control Authority 2015. The Administrative Control Authority (2016) mentioned to the existence of many indicators of employees' poor performance of in the banking sector, which reflect the lack of performance of employees in some tasks, especially the control ones, and the absence of knowledge of the special features of their duties.

Human resources information systems help to build a database of all human resources management functions starting from recruitment, vacant positions, skills and abilities required for each post, human resource planning, future human resource management policies, identify the type of training programs and teams that are qualified to meet the organization's objectives, the assessment of jobs and employees, the determination of wages to suit them, survey of wages to identify wages compared to competitors of the same institution, and determine changes in salaries due to promotion or excellence in performance (Ben Taj, 2017). Al-Mashreqi (2014) recommended the interesting with the human resources information system within banks properly and scientifically that suited the needs of the bank. It also helps human resources management to perform the job perfectly.

2. Literature Review

Performance is a fundamental concept and an important in the organization. It is a common denominator of the attention of management scientists, and a central component of all administrative knowledge fields, as it is the most important dimension of the different institutions (Aqili, 2005). The success of the institutions is linked to the efficiency of the workers due to its great importance to both the employees. Thus, the institutions are always seeking to improve the performance of their employees through training and motivation to continue to reach their goals according to the quantitative and qualitative criteria for the effort to change (Ashour, 2010).

The performance of the workers is still very important in administrative elements, production processes and service. Performance clearly reflects the efforts of the employees to achieve the objectives of the institutions. The level of performance depends on the abilities, skills, experience and qualifications of the employees that fall under the job description of the job design. It requires providing the qualification required for the job. It clarifies the tasks of the work, and the facilitation of its procedures and steps. It contributes to supporting innovation and creativity in the need to provide appropriate information systems that encourage them to exploit their abilities to achieve the objectives of the institution. The public interest requires that the functions be entrusted to competent personnel able to raise the burden of jobs and rise to the level of responsibilities.

Employees' performance is an attempt to analyze the performance of the worker and all the related psychological or physical characteristics or technical skills and behavior, in order to identify the strengths and weaknesses. It tries to strengthen the strength and to address the weakness in order to achieve the effectiveness of the institution now and in the future (Asserafi, 2008). Performance in banks is an indicator used to measure an organization's ability to achieve its objectives. This can be measured through the efficiency and effectiveness of the organization, organizational capacity, and the results of work achieved by an individual or group in an organization, according to their authority and responsibility to reach the regulatory objective legally (Carol Wairimu & Patrick Karanja, 2016).

The human resource in the institution is considered in the various sectors and administrative levels and scientific and technical disciplines is the real pillar on which the institution is based. This resource also represents the real tool to achieve the management objectives and contribute to the achievement of the objectives of the institution if the positive conditions that motivate the workers to work and give. They are the source of development and they are able to employ the rest of the material resources available to the institution because it is considered as the real source of competitiveness (Aqili, 2005).

Therefore, it became necessary for institutions that aimed to remain, work and keep pace with the globalization process to have a scientific perspective in their work. Global competition and work through the Internet and rapid transformation and development began to concern human resources in modern institutions. Management has identified the important role these resources play in helping to achieve the institution's goals and has developed the outlook for human resources in recent years.

2.1 Human resources planning

Planning is an essential element of management and has priority over all other elements of management. The work cannot be fully done without planning, which ends with decisions about what to do, how and when to do it. Planning actually includes predicting the future with its readiness (Morsi, 2008).

It is a set of activities of determining the needs of workers in quantitatively and qualitatively, within a specific period of time, for the different units of the institution to achieve its objectives. This means determining the numbers and the types of labor required during the plan period (Nasr, 2016). Human resources planning is identified as: the process of ascertaining the availability of the required number, the quality of the staff appropriates to the needs of the institution, the required work, in light of the assessment of the current workload and compare it with the possibilities of workers in terms

of actual working hours available and their expected efficiency, and to see whether workers can implement this burden (Durra et al., 2008).

In a competitive environment, it contributes to the re-examination of strategies and modifies them. It works to reduce the gap between the institution's current status and its future perspective. It includes the strategic participation of human resources management in the formation, preparation, and implementation of the strategy of the work as a whole through the development of concepts of participation in developing long-term plans in the institution (Zagdood, 2008).

2.2 Employment

It is a continuous process through which several candidates are selected to fill a vacancy or position that has been developed (Al-Hazzam, 2016).

It has a key role in all institutions through seeking to attract and select the best competencies that the institution seeks to achieve its objectives. It aims to provide the best elements with excellent qualifications (Hassouna, 2011).

Costello (2006) describes polarization and selection as a set of activities and processes used to obtain sufficient qualified workers at the right place and time legally and systematically. Each of these employees and institutions has shared common interests. The employment process in the institution represents a potential pool of qualified candidates for occupation where a number of those candidates are wisely selected to fill career vacancies. Polarization and successful selection begin with proper planning and prediction. Their process, at this stage, is organized through plans designed to fill or stop future employment. It is based on an analysis of future needs and talents available within and outside the institution, and existing and predicted resources that can be expanded to attract and retain these talents. It is the process that attracts a large number of human resources in the labor market according to the requirements of the organization in terms of quantity and quality (Arrusan and Al-Amush, 2013).

Selection is the natural extension of the research function and the attraction of human resources. Selection is the means by which individuals are selected to fill a particular job and determine the best in terms of skills. It is the process of collecting information about individuals to evaluate and make appropriate decisions about their employment in accordance with the laws and the right factor in the right place (Mourinho, 2017). It checks the references to identify candidates, make sure of employment decisions, assessment centers and candidate capacity information (Armstrong, 2012). The modern economic theory highlights the importance of the human element and the acquisition of highly skilled workers, knowledge and experience as a high priority in today's institutions (Brindusoiu, 2013). The selection process is defined as the administrative process by which candidates are divided into two teams, a group accepted by the organization for appointment to vacant posts, and a team rejected or deferred (Hazzam, 2016).

2.3 Human Resources Training

After completing the polarization and appointment of human resources, the development of human resources will start. For the benefit of the worker and the institution, it is necessary to prepare a program for the development of workers. Training gains worker skills and new knowledge. It creates a stronger working motivation. This reflects the achievement of objectives positively. Further, the process of placing the right person in the right place is not considered a self-satisfaction after his selection and receipt of work, but his preparation must be followed up and increased his ability and skills which is done through training only (Rashid, 2001).

Training is important in order to prepare employees to undertake those jobs of higher difficulty and responsibility that require skills and skills through the career path. Hence, the importance of training in the development of employees has become apparent to assume higher-level jobs (Ridwan, 2013). It is one of the most common and used approaches in institutions that want to succeed and continue their lives. They develop the training process of their human resources in order to increase the skills and interests in work tasks (Jumaili, 2014). It is an organized activity that aims to convey information and guidance to improve staff performance or help them reach the required level of skills (Appiah et al., 2013).

3. Methodology

The analytical descriptive approach will be used in this study, which is based on a meta-analysis approach. It is a type of data analysis, which describes the current situation based on data from previous studies. By looking at data and information, it will describe outlines of the data (Ebel & Frisbi, 1990) and uses data collection techniques and data mining techniques to answer questions and test the hypotheses. It allows learning from past historical behaviors and helps to understand how they can affect future outcomes (Nicole, 2011). In this study, there is a need for descriptive analyzes when trying to understand the reality of the phenomenon at the macro level of the organization and help summarize the facts (Hegde & Pallavi, 2015).

In this study, the researcher considered that the design of the research is based on the descriptive-analytical method. The term "survey" can be used to identify any research activity in which the investigator collects data from a part of the community for the purpose of examining the characteristics, opinions or intentions of the community (Couchman & Dawson 1995: 70; Polit & Beck 2004). Descriptive design is chosen because of its high degree of representation and easy access to the opinion of participants (Polit & Beck 2004).

In this study, the quantitative approach was used to measure the practices and perspectives on a specific subject. Common steps used in conducting previous studies were followed to design the current study. The first step included presenting

the theme and the aim of the study. The second step was the theoretical side of the study followed by a review of relevant literature, followed by data collection, analysis, interpretation of findings and conclusions.

4. Data Analysis and Results

There were several tests that were conducted for the analysis purpose. The analysis was divided into two sections, the first section is validating the collected data, and the second section is for the investigation of this study. the First section included tests like respondents' profiles, reliability, normality test, and multicollinearity test. The second section contained the descriptive statistics analysis, and correlation test.

4.1 Respondents' Profiles

This research has used a random sampling method. In order to make sure that the random sampling method was used, the profiles of respondents' test takes place. This test has used several characteristics for this research, which are gender, education level, age, working experience, and job position.

The gender characteristic showed that there are males and females participating in this research. Out of the 285 participants, the majority was for male characteristic with 88.8% and $n = 253$. In the same line, the female characteristic has got only 11.2% The participants showed so many levels of educations such as med diploma, bachelor, master, PhD, and other. But most of the participants were holding certificates of the bachelor with 37.9% and $n = 108$ and master with 37.5% and $n = 107$. The med diploma characteristic has got 8.4% and $n = 24$. The PhD holders were the lesser party in this research with 5.6% and $n = 16$. Finally, the other party that has got 10.5% and $n = 30$.

The age characteristic has got 4 main ages that all the participants were distributed in. The first age category was less than 25 years old was the lesser category in the research with 2.8% and $n = 8$. The 25 till 35 years old category had 10.2% and $n = 29$. The 36 till 45 years old category had 29.5% and $n = 84$. The last category that most of the participants were from was more than 45 years old with 57.5% and $n = 164$.

The working experience category was identified in the above table 4.5 with five different periods of experience. The first period was from 1- 5 years, participants showed that only 2.8% were having this period of experience with $n = 8$. The second category was from 5-10 years with 5.3% and $n = 15$. The third category was from 11-15 years, which has got 20.7% and $n = 59$. The fourth category was from 16-20 years, which has got 16.1% and $n = 46$. The majority of participant were having experience of more than 20 years with 55.1% and $n = 157$.

The final characteristic of the profiles of respondents was the job position. The job position had four categories, which are employee, department head, manager, and general manager. The employee position has got 23.5% and $n = 67$, while the department head position has got 40.7% and $n = 116$, also the manager position has got 35.1% and $n = 100$, and finally, the general manager position has got 0.7% and $n = 2$.

Table 1: Demographic Background

	Frequency	%		Frequency	%
Gender			More than 45 yrs	164	57.5
Male	253	88.8	Working Experience		
Female	32	11.2	1 - 5 Years	8	2.8
Educational Level			6 – 10 Years	15	5.3
Med Diploma	24	8.4	11 – 15 Years	59	20.7
Bachelor	108	37.9	16 - 20 Years	46	16.1
Master	107	37.5	More than 20 Years	157	55.1
PHD	16	5.6			
Other	30	10.5	Job Position		
Age			Employee	67	23.5
Less than 25 years	8	2.8	Head of Department	116	40.7
25 - 35 yrs	29	10.2	Manager	100	35.1
36 - 45 yrs	84	29.5	General Manager	2	0.7

4.2 Reliability Test

Every scientific measuring instrument has to comply with two basic principles: be valid and be reliable. Being valid means that an instrument is valid for a sphere of behavior if it allows us to predict performance within that sphere, regardless of the name of the test, the trait or traits that are said to measure. For example, saying that a ruler measures centimeter or the linear distance between two points, and will be valid for measuring the distance between two linear points, but it is not valid for measuring the extent of the line of a circle. Being reliable means that a measuring instrument independent of its objective must always measure the same, under the same conditions. The reliability of a measuring instrument refers to the degree of precision or accuracy of the measurement, in the sense that if repeatedly apply the instrument to the same subject or object produces the same results. Validity refers to the degree to which an instrument measures the variable it intends to measure.

For the current study, the Cronbach alpha reliability values showed that all the variables' items have got great internal consistency among the items of variables. All the variables have obtained values above 0.7 for the Cronbach alpha, where the lowest value was found in the variable employment with 0.853, and the highest value was found in the variable human resources training with 0.928.

Table 2: Reliability test

Variable	Cronbach Alpha
Human Resources Planning	0.896
Employment	0.853
Human Resources Training	0.928
Employee Performance	0.876

4.3 Normality Test

The use of the probabilistic graph (probabilistic paper) has been traditionally used in the analysis of geochemical data. It is about contrasting two scales, one is normal arithmetic or log-normal and the other scale is probabilistic. The probabilistic scale is arranged in such a way that a normal cumulative distribution curve (or log-normal) is projected as a straight line.

The current research has used the Skewness and Kurtosis Statistics. The acceptable range of Skewness values is between -2 and $+2$, while the acceptable range of Kurtosis values is between -7 and $+7$. According to table 4.7, the Skewness values for the variables (Human Resources Planning, Employment, Human Resources Training, and Employee Performance) was ranged between -1.072 and -0.15 . In the other hand the Kurtosis values for the same variables were ranged between -1.070 and 1.463 . These results reveal that the variables have got normal distribution of items.

Table 3: Results of Skewness and Kurtosis for Normality Test

Constructs	Skewness	Kurtosis Statistic
Human Resources Planning	-.621	-1.070
Employment	-.015	-.942
Human Resources Training	-.150	-1.069
Employee Performance	-1.072	1.463

4.4 Multicollinearity Test

According to the multicollinearity test, all the variables have obtained very good relationships, where all the variables have got acceptable VIF values below the 5. According to the results, the variables has got the following VIF values: Human Resources Planning (2.774), Employment (2.662), Human Resources Training (2.499), and Employee Performance (1.456).

Table 4: Test for Multicollinearity on Assessment of Tolerance and VIF Values

Constructs	Tolerance	VIF
Human Resources Planning	.361	2.774
Employment	.376	2.662
Human Resources Training	.422	2.499
Employee Performance	.687	1.456

4.5 Descriptive Statistics Analysis

The descriptive statistics analysis was used for the purpose of identifying the minimum, maximum, mean, and standard deviation. The minimum value was 1.00 for all variables and the maximum value was 5.00 for all variables. The mean scores for all the variables (Human Resources Planning, Employment, Human Resources Training, and Employee Performance) were ranged between 2.876 and 3.820, this results means that all the participants were in average agree with the information stated in the questionnaires for each item in each variable. This means that all the items do have valuable and helpful information. Furthermore, the standard deviations for these variables were ranged between 0.685 and 1.037.

Table 5: Descriptive Statistics for Study Variables

	N	Minimum	Maximum	Mean	Std. Deviation
Planning	285	1.00	5.00	3.170	0.900
Employment	285	1.00	5.00	2.876	0.855
Training	285	1.00	5.00	3.153	1.037
EP	285	1.00	5.00	3.820	0.685

Key: EP = employee performance.

4.6 Correlation Test

The correlation test is the test that is used to find out the type of direct effect found in the research. The direct effect test is used to find out the type of relationships among the independent variables (Human Resources Planning, Employment, and Human Resources Training) and the dependent variable (Employee Performance).

The study found significant and positive relationships among the (Human Resources Planning, Employment, and Human Resources Training) variables and the Employee Performance. The *r* values for these relationships were 0.516, 0.661, and 0.135 respectively with significant levels = 0.006, 0.000, and 0.000.

Table 6: Correlations test for the dependent variable

Independent variables		Employee Performance
Human Resources Planning	Pearson Correlation	.516**
	Sig. (2-tailed)	.000
Employment	Pearson Correlation	.661**
	Sig. (2-tailed)	.000
Human Resources Training	Pearson Correlation	.135**
	Sig. (2-tailed)	.000

4.7 Discussion

According to the current study, the descriptive statistics analysis was used for the purpose of identifying the minimum, maximum, mean, and standard deviation. The minimum value was 1.00 for all variables and the maximum value was 5.00 for all variables. The mean scores for all the variables (Human Resources Planning, Employment, Human Resources Training, and Employee Performance) were ranged between 2.876 and 3.820, this results means that all the participants were in average agree with the information stated in the questionnaires for each item in each variable. This means that all the items do have valuable and helpful information. Furthermore, the standard deviations for these variables were ranged between 0.685 and 1.037.

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These results are not much different from the results of the previous studies. According to the previous studies, planning well predicts the employees' needs in human resource management jobs and has an impact on performance. It contributes to the profits of enterprise revenues through cost reduction, employee training, engagement with modern environmental and technological changes and many advantages of human resources planning. Employment cannot be overlooked to identify the current workforce in order to predict the future. Career development supports the principles of succession planning to ensure the sustainability of companies, gives workers the opportunity to upgrade themselves for mutual benefit. It also creates a basic system to add or reduce the number of employees (Ama F. Karikari, Peter Agyekum Boateng, 2015). Training, human resources planning, and technical changes lead the institution to face the problem of meeting its needs of workers. It requires the development of training programs in order to achieve balance in human resources in quantity and quality. Planning Human resources define the main parameters of the training activity as well as the basic directions of training activities. The institution is aware of the potential internal recruitment available (Al-Marsi, 2003).

Training is a key to developing and improving employees by providing them with the information and knowledge they lack, developing their abilities and skills, and in order to raise their efficiency, improve their performance and increase their productivity (Emsadah, 2008, p. 8). It is an important element in the development process and that the success of training in achieving its objectives requires attention in the planning, implementation and follow-up to achieve the objectives so that the worker can do better (Khatib 2006).

This is usually done to strengthen staff capacity to meet current business trends and is enforced after performing an assessment of performance by these means and assists management to identify deficiencies in work (Ama F. Karikari, Peter Agyekum Boateng, 2015). After identifying a weakness in the performance of some employees by evaluating their performance or increasing their skills or for other reasons, the institution decides to conduct a training for them, determine the training needs and through which to decide the training. The HR function identifies the target workers and plans the training program, such as the type of training, duration, and trainers (Suryah, 2017). The training is an activity. It gives the organization a great interest. It has to search for suitable training programs for the employees and the job that is complementary to the appointment. Selection and appointment is not enough for employees, but they must be prepared and developed to perform the work, add new information and provide them with new methods of doing business (Al-Khatib, 2006). It raises the level of performance and improve the quantitative and qualitative and strengthen the relationship between employees and the development of trends. It increases the sense of employees belonging to loyalty and loyalty to the institution (Ibrahim 2006). It sensitizes employees to the importance of training and to provide them with the ability to search for new and innovative in all fields of work (Mia et al, 2009). It also contributes to the creation of positive internal and external trends in order to develop its programs and capabilities and to renew the information it

needs to formulate its objectives. It achieves competition and prepare competent and competent staff and able to carry the strategic burden towards achieving the advantages (Abu Bakr, 2004).

Training has an effective role in the process of improving the performance of employees. Starting from the process of identifying the training needs based on the results of analysis and evaluation of individual and functional performance, linking the training to the performance of the employees to plan their career path leads to achieving harmony and harmony between the two main parties in the performance of the worker and the institution (Naseeb, 2017).

The belief that incentives drive employee performance and reduce turnover and absenteeism, attract qualified elements, and in themselves affect the motivation of the worker in a predictable manner. Rewards are expected to be a strong incentive, to raise the level of behavior and performance of employees and to motivate to choose a certain institution to work on. Incentives and their importance to employees are meeting job needs (Trisha, 2015). It is to create an effective link between the strategic objectives of the organization and the performance of the employees, improve the organizational results and reward the employees, and give weight to the differences in individual performance levels among the employees. It is to achieve the objectives of human resources management, such as increasing the ability of the organization to retain workers (Fattuh, DS). It contributes to the achievement of work satisfaction with the employees. It drives them to strive and strive to increase productivity and achieve the objectives of the institution. They are the effects that motivated the worker to perform his work with the highest degree of efficiency and effectiveness, and when the interest in motivation leads to the desire to improve their performance and raise their productive efficiency in order to achieve the objectives of the institution (Sirafi, 2009). Although it is important to meet the needs of employees to ensure that they are motivated to perform their work in a more efficient and efficient manner, the important aspect is to confirm their desire to do the work because the high performance they have reached is equal to the ability to perform and desire (high performance = performance ability x desire for performance).

5. Conclusion

This research aimed to find out the impact of human resources management practices on employee performance. The researcher has used three independent variables to present human resources management practices, which are human resources planning, employment, and human resources training. This study was implemented and located on the Republic and National Commercial Bank (Libya).

The management of the people of an organization can be materialized in different ways and will depend on various aspects such as its environment, its strategy, its characteristics, and the management philosophy. Different approaches have been made to the management of the workforce of organizations, the concept has evolved over time through different approaches and nomenclatures, until in the eighties the concept of Human Resources Management appears, also known under the acronym HRM from its Anglo-Saxon origin Human Resources Management.

As a final conclusion, it can point out that the achievement of the objectives proposed in this thesis has allowed the researcher to empirically prove that, in the Republic and National Commercial Bank of Libya, there is a relationship between human resources practices and employee performance. Specifically, it is shown that the relationship between these practices and performance is affected by the human resource management in the bank itself. Therefore, it not only supports the relationship raised, but also explains the mechanisms by which human resources practices improve performance. The link between different results on human resources has also been established, these results being: absenteeism, rotation and individual performance.

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